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DRAFT [REDACTED] 9/16/53

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Date: 11-27-78	By: 35

MEMORANDUM FOR: Acting Deputy Director, Administrative Division
 THRU : Chief of Administration, DD
 SUBJECT : Survey Report of the [REDACTED] NEA/ADMIN

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1. PROBLEM. To re-evaluate [REDACTED] positions within the NEA Division with a view toward determining
 - a. The appropriate location organizationally for the most economic and efficient performance of essential Budget and Fiscal functions, and
 - b. The number of personnel estimated to be required for the performance of such functions.

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2. FACTS BEARING ON THE PROBLEM.

- a. This analysis is restricted to the [REDACTED] NEA and [REDACTED] its relation to the headquarters branches and field stations of the Divisions, to projects operated by the Division, to present budget and fiscal procedures, and to an analysis of the work factors of the [REDACTED]
- b. Technical aid and advice was given the Management Office in the making of this analysis by [REDACTED] of the Technical Accounting Staff of the Comptroller's Office and [REDACTED] of Finance Division.
- c. The [REDACTED] NEA now has a staff of [REDACTED] regular assigned employees. The Section has accumulated a total of 110 hours of overtime for the months of June, July, and August 1953. However, during this same period employees were away from their duties a total of 268 hours on either sick or annual leave.

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d. Paragraph 2c of NSA/CIA Bulletin [REDACTED] dated 16 September 1952, stated that, [REDACTED] will be responsible for the accomplishment of all actions necessary on budget and finance matters in support of personnel and activities within the NSA Division's responsibility to include:

- (1) Pay and allowances
- (2) Time and attendance
- (3) Budget allotments
- (4) Obligation Reports and Records
- (5) Budget estimates
- (6) Travel orders
- (7) Request for advances
- (8) Reimbursement Vouchers
- (9) Review of field accountings
- (10) Miscellaneous finance and travel services

e. Allotment ledgers wherein individual obligations can be liquidated are maintained. The Section has already installed the New Allotment Control Records as prescribed in [REDACTED] dated 30 June 1953.

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f. The NSA [REDACTED] was previously surveyed and a report rendered under date of 2 July 1953. Most of the recommendations suggested in this previous report have been installed. These include:

- (1) Centralizing the accounting of all FI projects in the [REDACTED]

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- (2) Routing of Request for [REDACTED] Section.
- (3) Certification of availability of funds by the Division Budget and Fiscal Officer rather than by Finance Division Certifying

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- (4) More realistic estimates of obligations pertaining to transportation of household goods, personal effects, and/or automobiles.
 - (5) Routing of Travel Vouchers (Form No. 33-12).
 - (6) Routing of Accounting by Individual for Advance (Form No. 33-16).
 - (7) Routing of cables pertaining to an authorization to expend funds.
 - (8) Routing of memorandums authorizing overseas language training for field station personnel.
 - (9) Change in internal mail procedure of the Section.
 - (10) Use of field station Summary Accountings as posting documents.
- g. Although no instructions have been received by the Section as to what types of records need to be maintained within the Division relative to control of funds allotted to Logistics Office, CIA for O8 and O9 classes of Equipment and Supplies, the Chief of the [REDACTED] 25X1A
- [REDACTED] have agreed that the [REDACTED] 25X1A
- [REDACTED] will continue to keep Allotment Control Records on funds allotted to the Division on all projects and the [REDACTED] 25X1A
- [REDACTED] will maintain a simple memorandum record on the "authority to withdraw Equipment and/or Supplies" on all approved projects.
- This is the same procedure as was recommended in previous report submitted on [REDACTED] Division, dated 4 September 1953.

3. DISCUSSION.

- a. No actual record of work loads was available in the Section. The following estimate, however, was made by Chief of the Section as to the apportionment of time of his personnel during a month.

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Type of Work Load

Hours per month

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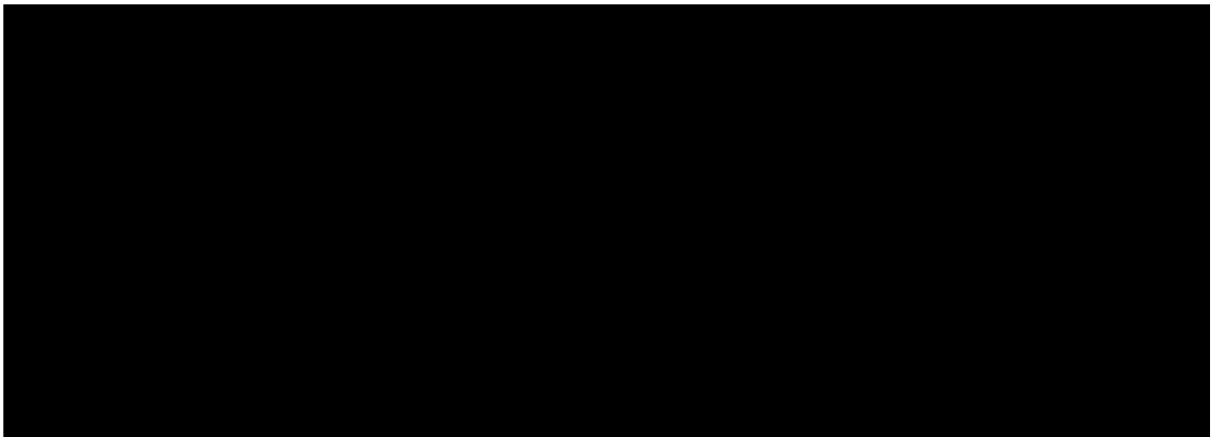
Preparing reports
Preparing field sub-allotments
Ledger postings
Approval of funds
Cables prepared
Cables and dispatches routed through Section
for concurrence
Conferences and meetings
Budget Preparation
Review of proposed regulatory issuances
Agent duty status reports prepared and reviewed
Maintenance of Taxi fund
Preparing of travel vouchers
Preparing travel orders
Preparing Request for Advances
Preparing and reviewing claims
Maintenance of Time & Attendance Reports
Distributing pay checks

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Review of projects for Administrative Plans
Preparation of Reimbursement Vouchers
Maintenance of pending file on termination dates
of contracts and maintenance of correspondence
control on finance matters
Miscellaneous (review of vouchers, IBM runs,
Maison, estimating obligations, training, etc.)

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b. It is noted that an estimated forty hours per month is devoted to "budget preparation". The NSA Division has a total annual budget of approximately [REDACTED] There are approxi-25X1A1a
25X9A2 mately [REDACTED] people on duty within the headquarters and overseas sta-
tions of the Division. [REDACTED] 25X9A2

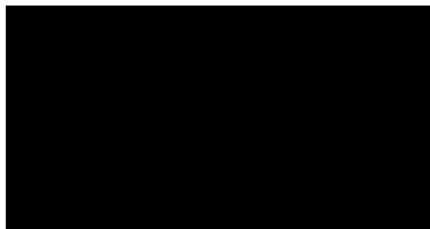
25X9A2 [REDACTED] The [REDACTED] maintains records 25X1A
on the following allotments:

Headquarters vouchered

Headquarters unvouchered

Expense accounts

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The Chief of the Section stated that he believes this time element can be reduced by more coordination between elements of the DD/A and DD/P on Budget Calls and the substantiating data requested.

c. The NSA Division's procedure for handling Field Station Accountings is considered effective and is believed to be worthy of comment. Upon receipt of the Field Station accounting by the Division, it is forwarded to the Budget and Fiscal Section where the allotment numbers

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charged are checked. If it is found that a wrong allotment has been charged, a change is made and the correct allotment number is cited, a copy of pulled for the obligating document, and the original is forwarded to the Area Desk of the Branch concerned for operational review. Should the Area Desk question any item, a dispatch to the field is prepared and a copy of the dispatch is forwarded with the accounting to Finance Division. No attempt is made in the Division to audit these accountings since this function is recognized by the Division as being a responsibility of Finance Division.

- d. Personnel of the Section estimate that approximately 15% of the travel orders written required amendments. They stated that most of these were made necessary by change in dates of travel and changes in itinerary. The Division uses a "Request for Travel Orders" form which is initiated in the Branch and forwarded to the [REDACTED] 25X1A

[REDACTED] where the Travel Order is written (See Tab A). [REDACTED] 25X1A

[REDACTED] ^{REFLECTS} In previous ~~ones~~ submitted on other Area Division; a recommendation has been made ^{THAT} ~~whereby~~ the function of preparing travel orders be withdrawn from all Area Divisions and Staff elements of the OD/P and assigned to the Central Processing Branch. It is believed that a form designed along such lines as this one could be used. Since the preparation of travel order amendments is time consuming, all elements of the Division should be informed that it is their responsibility to give all essential and accurate information on the Request for Travel Orders Form before forwarding same to the Travel Clerk. The [REDACTED] should periodically inform the Chief of the Administrative Staff of those elements of the Division

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requesting an unwarranted number of Travel Order Amendments together with the reasons for same. Administrative action should then be taken with a view toward decreasing the number of Amendments requested.

- e. It was found that there were instances where staff employees were improperly charged. It was reported that the Chief of the Administrative Staff has taken action to have the [REDACTED] check the Division payrolls to determine whether or not Staff employees are properly charged. 25X1A
- f. As was found in all other Area Divisions previously examined, the NEA Division is having difficulty in estimating and liquidating those obligations arising from the Request for Shipment (Form No. 36-4). Transportation Division of Logistics Office, CIA states that it is completing a schedule whereby shipment charges may be estimated and the Technical Accounting Staff of the Comptroller's Office is working on a procedure whereby the expenditures on the IBM Machine accounting run may be identified for liquidating these obligations. To date, however, neither the schedule for estimating obligations nor a method for identifying the liquidations of these obligations have reached the Area Division level and there are therefore no accurate records of OB money in the [REDACTED] of the various Area Divisions. 25X1A
- g. An analysis of the work load of the Section disclosed that one hundred and sixty (160) hours per month was being expended by this Division performing the function of preparing travel vouchers. As recommended in previous reports, it is suggested that this function be centralized in Central Processing Branch of the CIA Personnel Office.

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h. An estimated ninety (90) hours was expended by personnel of the [REDACTED]

[REDACTED] on the function of preparing travel orders. It is also believed that the centralization of this function in the Central Processing Branch should substantially reduce the number of people within the Agency performing this function.

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1. Certain actions on cables and dispatches to the field pertaining to purely technical finance matters have been assigned to Finance Division by COM [REDACTED] dated 4 June 1953. These functions have been enumerated in reports previously submitted on other Area Divisions. The Section estimates that 40 hours per month is consumed by giving concurrence on all cables and dispatches routed through the Division. Most of this time can be attributed to reviewing and concurring on actions arising from those functions specified in the above mentioned

25X1A [REDACTED] It is conceivable that much of this work load can be eliminated by giving releasing authority to Finance Division on purely technical finance matters which do not involve operations. Discussion on this point with individuals in the Section indicated that opposition to this suggestion was based on the following points:

- (1) Some dispatches and cables were not now thoroughly checked for factual content by personnel in Finance Division before releasing them to the Division for concurrence.

Note: This would appear to be a criticism of personnel who perform certain duties rather than a criticism of the proposed procedure.

- (2) The feeling exists that any dispatch or cable wherein Finance Division takes any action of a disallowment nature should be

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coordinated with the Area Division prior to its release.

- (3) In all cases the Division should be thoroughly cognizant of all dispatches and cables going to the field.

Attempts were made to stress the point that the suggestion did not include any items of an operational nature but only those of a purely technical finance nature as specified in GSN [REDACTED] the action on which is at present a responsibility of Finance Division. From a purely objective standpoint, it is believed that, in the interest of speed and efficiency, consideration should be given to the suggestion of giving Finance Division releasing authority on all purely technical finance dispatches and cables.

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- j. The Chief of the [REDACTED] stated that, although there were a number of items on the July ISM accounting form which he could not identify, it was a considerable improvement over previous ones submitted to him by Finance Division. Work on this project should be continued by the Technical Accounting Staff of the Comptroller's Office.

- k. Some of the Field Station Accountings now being received by the Division are not, in all cases, indicating the proper allotment number to be charged. This is an educational matter and the [REDACTED] 25X1A

[REDACTED] of the NSA Division has initiated action to correct this by publishing NSA Administrative Circular [REDACTED], subject: Fiscal Accounting for Station Expenses, dated 20 July 1953 (See Tab B).

- l. An employee suggestion has been submitted by the Finance Officer of the Division as follows:

25X1A6a "A simple method of providing travel authority for employees entering training at [REDACTED] The obligation is usually \$3.00 or less, however, the cost of processing individual orders must

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cost the Agency \$50.00 per order. This remedy could be applied to local travel (mileage claims) for local use of personal owned vehicles. Processing of \$2 to \$10 claims must cost the Agency close to \$100.00 (this includes the orders as well as the voucher)."

Although there are certain parts of this suggestion which from a control standpoint do not appear to be feasible, it is believed that it has sufficient merit to warrant a study to determine if the costs of processing small travel claims can be reduced. After discussing this problem with representatives of Finance Division, it is believed that a facility can be established in Finance Division whereby cash payments may be immediately made on an over-the-counter basis. These payments would be for any travel under \$25.00 in which no per diem is involved, telephone calls and other miscellaneous expenses (exclusive of entertainment). This would involve the drafting of a simplified confined Travel Order and Voucher and a procedure whereby the claim for reimbursement would be submitted to Finance Division properly signed by the appropriate Approving Officer of the Area Division concerned.

- m. It was stated that there are a number of cases wherein a Request for Advance is made up for less than \$10. This is a costly procedure and should be made the subject of study to determine whether or not all are necessary or if some less costly procedure can not be devised for Advances less than \$10.00

3. CONCLUSIONS.

- a. Organizationally the [REDACTED] is appropriately 10-25X1A cated as a Section of the Administrative Staff of the Division. The Chief of the Administrative Staff is giving adequate support to the

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25X1A Chief of the [REDACTED]. It is imperative, however, that the Chief of the Administrative Staff continue to bring to the attention of all elements of the Division that all allotments are made to the Chief of the Division, that no documents obligating these funds be released by the Division without the certification of the Chief, [REDACTED] or his designee that funds are available in the allotment charged, and that the primary missions of the [REDACTED] is to prepare annual budgets, to assure the Chief of the Division that funds allotted to him will not be over-obligated, and Finance activities of an Administrative Staff support nature.

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- b. Most of the deficiencies found in a previous study of this Section have been corrected and notable progress has been made since the previous report, dated 2 July 1953, was rendered.
- c. Many of the inadequacies which now prevent the maintaining of accurate financial records by the NSA Division [REDACTED] are 25X1A caused by deficiencies over which the Area Division has no control. These include a method of liquidating obligations arising from Request for Shipment (Form No. 36-4) and better identification of items appearing on the monthly IBM accounting machine run submitted to the Division by Finance Division. As previously stated in this report, the July IBM accounting machine run shows a decided improvement over those submitted in prior months but is not yet to a place where it can be said that it is adequate.

4. RECOMMENDATIONS.

- a. It is recommended that:

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- (1) Instructions be given the [REDACTED] of the various Area Divisions relative to procedures, types of records to be maintained and general explanations regarding the difference between an allotment control procedure and a property authorization control procedure of 08 and 09 funds. 25X1A

- (2) Names such as "Budget Office", [REDACTED] 25X1A

[REDACTED] are applied to those Sections of the Administrative Staff of the various Area Divisions performing budget, fiscal, and finance functions. Since the terminology "Budget and Fiscal Officers" is used in regulations [REDACTED]) it is recommended that, in the interest of standardization, the terminology [REDACTED] be used throughout the Area Divisions of the DD/P when referring to these Sections.

- (3) The [REDACTED] of the Administrative Staff be required to continue its check periodically of the Division payroll to determine whether or not the field staff employees are properly charged.
- (4) A study be made to determine the feasibility of charging all transportation charges exclusive of those necessary for the movement of personal effects against one allotment.
- (5) The preparation of travel vouchers for staff employees of all elements of CIA be centralized in the Central Processing Branch of the Personnel Office, CIA. X
- (6) The functions of preparing travel orders be withdrawn from all Area Divisions and Staff elements of the DD/P and assigned to the Central Processing Branch. This centralization would reduce not only the number of amendments to travel orders now being

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prepared and thereby reduce the number of personnel necessary to perform this function but also the number of electric typewriters now needed in the DD/P element.

- (7) Until such time as recommendation (6) above be adopted and installed, those Division elements responsible for initiating a request for travel orders be instructed to be as exact and specific as possible in their initial request and thereby decrease the number of travel order amendments.

- (8) Releasing authority on dispatches and cables to the field pertaining to purely technical finance matters as specified in

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[REDACTED] dated 1 June 1953 be delegated to Chief of Finance Division.

- (9) The Comptroller's Office in conjunction with the appropriate element of the DD/P institute a more effective inspection and audit program whereby all Area Division [REDACTED]

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be periodically inspected and audited.

- (10) The elements of the DD/P and Office of the Comptroller continue their efforts to work out a uniform method of identifying obligations and expenditures.

- (11) A facility be established in Finance Division whereby cash payments may be immediately made on an over-the-counter basis.

These payments to be for any travel under \$25 in which no per diem is involved, telephone calls and other miscellaneous expenses (exclusive of entertainment).

- (12) An administrative effort be made to limit the preparation of Requests for Advances for less than \$10.

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- (13) In order to conserve time and effort and eliminate confusion at the Division level, future Budget calls and the requests for substantiating data should be thoroughly coordinated between elements of the DD/A and the DD/P issuing such calls (See paragraph 2b).
- (14) The present staff of six people is believed to be adequate to perform the present functions assigned to the Section. However, at such time as recommendations 5 and 6 are accepted and installed it is believed that the T/O can be reduced to four.

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Executive Registry
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10 September 1953

MEMORANDUM FOR: Acting Deputy Director (Administration)

THRU : Chief of Administration, DD/P

SUBJECT : Survey Report of the NEA/Admin [REDACTED]

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1. PROBLEM. To re-evaluate logistics type T/O positions with the NEA Division with a view toward determining:

- a. The appropriate organizational location for the most economic and efficient performance of essential logistical functions and
- b. The minimum number of personnel estimated to be required for the performance of such functions.

2. ASSUMPTIONS.

- a. That procedures, now under development, governing the preparation, review and authentication of the Logistical Annex required as an attachment to any project having a materiel requirement, will create a workload for the [REDACTED] considerably in excess of that required under present procedures.

- b. That a revised directive, now in the process of coordination, concerning the preparation and processing of the Forecast of Materiel Requirements, will be approved substantially as written and will eliminate the consolidation formerly performed by the [REDACTED]

- c. That revised [REDACTED] by providing for the preparation of requisitions at field station level, may result

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3. FACTS BEARING ON THE PROBLEM.

- a. The entire system of logistical procedures is in the process of revision and correlation with the expanded responsibilities of the Logistics Office. These revisions, coupled with refinements being made in Program Planning procedures and the budget and finance system, will tend to place added emphasis on logistical calculations at all levels.
- b. The [REDACTED] is operating under functions developed for it by the Chief/NEA/Admin. The functions, generally, assign the duties being performed. Both the functions and the actual duties are a combination of specialized logistical activities and general service, administrative and housekeeping matters. See Tab/ A. and E.
- c. There are no approved functions for a prototype logistical element in an area division. Intra-divisional assignment of functions has been left, very generally, to the discretion of responsible officers in the individual divisions.
- d. The T/O for the Section authorizes [REDACTED] one of which (Clerk-Steno) has been vacant for several months. See Tab C. In addition, the equivalent of one full time employee has been made available to the Section, plus a considerable amount of over-time, but less the time of Section personnel spent on TDY in the field.
- e. Reasonably current job descriptions are in effect for [REDACTED] of the jobs authorized on the T/O. No description is available for the second position in the Section, a GS-12 Supply Officer, or for the Clerk-Steno position, jobs No. 82 and 85 on the T/O. See Tabs D 1-5.

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f. In the absence of specific work units applicable to the several operations performed in the Section, and any record of actual time spent on each, it has been necessary to establish arbitrary factors and accept such actual counts as are available, making estimations for the others. While these factors have no particular significance in themselves, it is believed that they will prove helpful for comparative purposes as the survey is extended to other area divisions. A compilation of the data collected in all divisions should indicate questionable deviations from the norm. See Tab F.

4. DISCUSSION.

a. All aspects of the Agency logistical system are now under study in order to attain a tighter control and provide adequate coordination in the preparation and processing of all related documents. The situation is generally as follows:

- (1) Logistical Annexes are being prepared throughout DD/P, under procedures which are largely obsolete. Revisions are under consideration which will provide for the preparation of detailed annex attachments to all projects having materiel involved and require the complete coordination, concurrence and authentication of such annexes prior to release from the area divisions for approval by higher authority. It is not possible to calculate the extent to which such requirements will increase the workload of a [REDACTED] It is safe to assume that personnel of the Section will have to provide staff assistance and guidance to the country desks and case

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officers in the development of annexes in order to assure that nomenclature, stock numbers and estimations of price are correctly stated and that other logistical factors are given proper consideration. The Section will then, acting as a division staff level logistical element, conduct a review of the annex for all of its logistical implications, make adjustments if necessary to conform to policies and programs of the division, and accomplish the required coordination and authentications necessary before the division chief can sign-off on the project.

- (2) A proposed directive is now in the process of publication which, if approved, will change the current procedure for the preparation, processing, review, consolidation and periodic adjustment of the semi-annual Forecast of Materiel Requirements. The directive will require the preparation of the basic Forecast at field, case officer or country desk level, based on the sum of the materiel reflected on the project annexes pertinent to the area or country and from other available information. The forecasts will then come to the Supply Section for review and adjustment of plans and operations".

incidental forecasts to being placed in line with current

The former requirement that Forecasts be consolidated at division level is eliminated. The consolidation will be a machine records operation accomplished for Logistics Office.

- (3) [REDACTED] have been reproduced in tentative form and coordinated. This procedure provides for the preparation, where possible, of requisitions in field stations, using the new supply catalogs and price lists

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which are now being developed and distributed. This new routine should result in some decrease in the number of requisitions which must be prepared in the [REDACTED] 25X1A

(4) In summation, the proposed procedures for the preparation of Logistics Annexes will tend to increase the workload of the Section because of the demand for complete detail and pricing; the proposed procedure for the preparation and processing of Forecasts of Materiel Requirements will sharply reduce the workload because of the preparation of the Forecasts by the field station or country branch and the application of machine records techniques to the consolidation of the data; and the new field supply procedures will reduce the present workload by requiring the preparation of some requisitions in the field.

b. The concept under which the [REDACTED] NEA, is being operated 25X1A does not place the proper emphasis on the importance of the logistical aspects of the division's mission. Tightening budgets and the attention now being focused on improved computations and accountings will force the development of more comprehensive and realistic materiel computations, from the inception of a proposed project and its logistics annex, through the compiling and review of materiel forecasts, and the requisitioning of the actual supplies and materiel. The staff logistical personnel in the area divisions certainly are operating in a specialized field and should be recognized as such throughout the division. This stature cannot be attained if they are assigned activities of a house-keeping character, as in this division. Furthermore, the expenditure

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of 80% of the time of GS-12 specialized employees, estimated to be the case in this Division (20% each for two men), on these general service-housekeeping activities cannot be justified.

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- c. The T/O of the [REDACTED] authorizes five positions. These are detailed on Tab C. The position of Clerk-Steno, GS-5, has been vacant through all of 1953. Overtime is estimated to have averaged 1 1/4 hours per week. The equivalent of one full time person has been available to the Section through the use of approximately 3/4 of the time of a Sgt. assigned to the [REDACTED] project but physically located in the Section, plus the services of transient personnel who are, from time to time, located in the Section. Approximately 3/4 of the time of one person will be lost to the Section during the last half of this year due to overseas TDY - eighteen weeks estimated TDY out of twenty-six weeks. Slightly more than the time of one employee is estimated to be used in the performance of general service-housekeeping type activities. See Tab E for calculation of the manhours expended and the breakdown, by grade, of the hours spent on other than logistical duties.
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- d. Three reasonably current job descriptions are of record. There appear to be no descriptions for two of the positions authorized on the T/O - BE-82 Supply Officer, GS-12; and BE-85 Clerk-Steno, GS-5. The descriptions that exist are relatively factual as to areas of responsibility and actual duties. They include statements concerning the general services-housekeeping activities included with those pertinent to the specialized logistical responsibilities. See Tabs 1 through 5.

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e. In order to determine the workload of the Section, it was necessary to establish a list of the activities being carried on in the Section. An evaluation of these activities indicated that they fall into three categories, 1) those which belong, properly delineated, to a logistical unit, 2) those of a simple service nature (which should be reduced to a minimum) and 3) those which, it appears, could be dropped because they are duplications or are no longer necessary. These activities, with explanatory notes where required, are as follows:

Logistics Type Activities

- (1) a) Assist country desks and case officers in the preparation of Logistics Annexes to projects or programs, and b) the staff review, coordination and authentication required at division level prior to release for PRC approval.

Note: Annexes, to the extent that any have been prepared, were formerly developed by the division functional staffs.

This responsibility has recently been given to the Supply Section and they are now assisting in the development of the annexes and are performing the staff level review and coordination.

- (2) a) Assist division and field elements in the preparation of Forecasts of Materiel Requirements and b) the division staff level review, adjustments for conformance to policy and progress changes, ^{and} coordination and authentication necessary prior to release to Logistics Office.

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Note: Due to the peculiarities of this area and the fact that there are [REDACTED] having an average of less than [REDACTED] assigned, the foregoing activity will be conducted almost fully in the [REDACTED] coordinating with the appropriate country branch and case officer.

- (3) Prepare requisitions and requests for shipment, review adequacy of requisitions prepared in the field, follow-up with Logistics Office to assure timely delivery, and make the distribution of information copies of requisitions and VSD's.
- (4) a) Process requests for special or recurring reports, b) coordination to assure accomplishment on the part of the appropriate field or headquarters element, and c) division staff level review and release to requesting office.

Note: At the present time there is no requirement for recurring reports - with the exception of a monthly report on the progress of one specific project. There will be a need for this report for a few months and it will then be discontinued. However, it may be expected that the Logistics Office, operating under a closely controlled supply procedure, may require certain recurring reports from the field and headquarters elements and action thereon should be correlated and coordinated by the Supply Section for the NEA area.

- (5) Prepare or assist in the preparation of special routing, packaging and shipping instructions and plan channels for the movement of materiel to field stations.

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- (6) Coordinate requests and initiate action to obtain furnishings for overseas housing space to be occupied by Agency personnel.
- (7) Maintain records of safe house locations in the overseas area.
- (8) Cooperate, to the extent requested, in the development of consumption and supply factors, stock levels and T/E's and A's.

Note: This should be a minor detail since the primary responsibility for such factors rests with the Logistics Office and the Senior Staffs.

- (9) Maintain liaison with the Logistics Office, Medical, Commo., TSS, Senior Staffs, other area divisions and others on Logistics matters of common concern.
- (10) Act to clear up problems in the shipment of personal effects and private automobiles.

Note: The arrangements incident to the shipment of personal effects are the responsibility ^{of the Transportation Division} The Supply Section will enter the picture only in problem cases.

- (11) Pass on the requests for vehicles, administrative and quasi-official, as to justification for purchase or disposal, type to be used, and similar factors, and prepare requests on the Logistics Office for action.

Note: The matter of vehicles for field service is discussed elsewhere in this study.

- (12) Maintain registers, logs and files directly pertinent to the above functions.

Administrative-Housekeeping Activities

- (13) Arrange for division space, furnishings and telephone service and plan moves and arrange for moving crews.

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- (14) Assign parking spaces allocated for NEA headquarters personnel.
- (15) Coordinate all division requests for reproduction, and prepare necessary requests for such service.
- (16) Act as coordinating point for all division demands on the Building Service Officer and follow-up to see that necessary service is rendered.
- (17) Receive and consolidate all book and periodical requirements for headquarters and the field, prepare necessary order forms, accomplish the actual delivery in some instances, service complaints on non-delivery, and maintain records of books charged out within the division on a loan basis.
- (18) Service all division requests for maps, charts, pictures, etc.
- (19) Coordinate all requests for machine and typewriter repair service and arrange for accomplishment.
- (20) Obtain, sort and pack for dispatching, items of publications, sterile paper and forms, administrative items and other dispatchable items peculiar to the Agency.
- (21) Maintain a stock of cameras, portable typewriters, brief cases, etc., for issue to travelers going overseas, and keep memorandum receipts where appropriate.

Note: It is stated that arrangements are in process to turn this activity to the Building Supply Officer and that this activity should cease in the very immediate future.

- (22) Maintain, service and, in some cases, operate, a central reproduction service (Autostat Instant Copy machine) for division use.

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Note: This service is an unnecessary duplication and should be discontinued. Duplicating machines are maintained and serviced on Room 2027 J for the use of any division personnel who wish to go there and use the equipment.

25X1A

f. NEA Division Bulletin [REDACTED] dated 16 September 1952, states the functions of the three Sections of the Admin. Staff and, for the Supply Section, says "will be responsible for the accomplishment of all actions necessary to provide supplies and services for personnel and activities within the NEA Division's responsibility to include", and lists nine activities in which the Section will perform, including "procurement of supplies and equipment, shipping and transportation, real estate procurement, automobiles". This statement is over written. Interpreted literally, the Section would be responsible for "the accomplishment of all actions" having to do with supplies, equipment and real estate, from the inception of an idea involving materiel, all staff and operational planning, the necessary logistical calculations, the procurement, contracting, storage, issue, stock accounting, packing, shipping, etc., until the materiel was in the hands of the using operator. This is obviously not true. The Section has an important part in the supply system and this part should be clearly delineated in the functional statements and in the job descriptions of the personnel who are to perform the functions. Generally, the Section is responsible to assure that staff and operational planning, as it effects planning for materiel, is in consonance with current situations, probabilities and possibilities; to

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provide staff level assistance and guidance in the logistical aspects of all materiel calculations and compilations within the Division; to correlate the activities required within the Division in the development and preparation of such logistical documents as the materiel annexes to programs and projects, forecasts, recurring and special reports concerning logistical and supply matters; to provide a staff level review of all such documents to assure their correlation with other projects and programs of the Division and to provide or obtain the necessary concurrences, coordinations and authentications necessary prior to sign-off by C/NEA; to receive requests from the operating elements of the Division and the field stations for materiel and equipment, assure that such materiel is within the scope of authorized projects and programs, is obtainable, suitable, etc., and to prepare the appropriate requisitions and shipping instructions; to followup on requisitions to assure timely delivery; and to perform other duties of a logistical nature incident to any of the foregoing tasks.

25X1A

- g. In addition to the items mentioned above, Bulletin [REDACTED] charges the Section with responsibility for administrative-general service-housekeeping type of activities, e.g., office space and services, parking facilities, maintenance, physical security, misc. services. Others in this same category have either been added or assumed. It is conceded that a minimum amount of such activities must be carried on if the Division is to function smoothly. However, in view of the discussion in paragraphs h-b, h-c and h-f above, it would appear that all responsibilities of this nature should be

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taken away from the [REDACTED] and assigned to a clerk of 25X1A appropriate title and grade attached directly to the office of the Chief/Admin., leaving the [REDACTED] free to assume the 25X1A stature of a staff level unit performing in a specialized field, and for which commensurate grades have been allocated. The expenditure of 60% of the time of a GS-12 employee on such activities can not be justified. Further, the performance of these low level activities detracts from the standing which staff specialists should assume and for which they are paid.

- h. A survey of three of the seven area divisions indicates that there is no uniformity in the matter of vehicle records. One division maintained no records within its offices concerning vehicles - depending entirely on Logistics Office records, the second kept a very extensive record system, and the third (NEA) has what is probably near a minimum records system. In each division it appears that there is a lack of any simple, adequate procedure whereby information on the status of vehicles in the overseas areas is provided in such manner that the details may be picked up by the proper office of record. Functional responsibility for approving the purchase or disposal of a vehicle and for maintaining titles to all vehicles is vested in the Logistics Office. It follows that Logistics Office would be responsible to maintain the official vehicle records and has, in fact, established such records. These have been correlated with the records of the area divisions (at least in the three instances cited) and adjusted accordingly. Logistics Office has stated that it is in a position to provide

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the area divisions with periodic and/or special reports giving all pertinent information concerning the vehicles in any given area, with one exception. It appears, however, that Logistics Office is now securing the information for its records from the same unsatisfactory channels available to the area divisions. The matter is further complicated by the fact that all vehicles

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25X1C

25X1C

[REDACTED]

There appears to be no adequate provision for getting information concerning the transfer of these vehicles as personnel come and go or as their duties change and the vehicles are transferred to new [REDACTED] owners. Provided the Logistics Office can obtain reasonably current information concerning vehicles and is in a position to render periodic reports to the area divisions showing the pertinent data on each vehicle in the area, then the keeping of such records in the area divisions is a duplication and should be discontinued. The periodic report would provide a handy desk reference for the solution of day to day questions concerning vehicles. Again, either the DD/P or Logistics Office should develop a procedure which can assure that pertinent and timely data reaches the office of record. This survey will recommend that the keeping of vehicle records be discontinued in the area division and that the Logistics Office be called upon to provide accurate and adequate periodic reports for use in the area division [REDACTED]

25X1A

1. In the absence of established workload factors, historical data concerning the distribution of manhours expended, and approved

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standard time allowances applicable to the factors, it is necessary to base judgement concerning T/O requirements on observation, estimations, the calculated impact of forthcoming procedures, and possible savings in effort as a result of the elimination of certain activities. Based on this approach, and assuming that the separation of the specialized and housekeeping activities discussed in paragraph 4-e above will be accomplished and that activities so indicated will be discontinued, it appears that the T/O of the [REDACTED] (see Tab C) may be adjusted as follows:

(1) Transfer to the T/O for Chief/Admin./NEA:

1 Position Supply Clerk (Grade to be appropriate to the administrative-general service - housekeeping activities recommended for transfer to that office)

(2) Establish the T/O for the [REDACTED]

25X1A

[REDACTED]

25X1A

Note: This study is not concerned with grades and titles. However, the matter of grade structure is important and is pertinent to this study. The Chief and the first Supply Officer must perform at approximately the same level in the specialized logistics field and should hold reasonable comparable grades. In the present structure the range is GS-13, GS-12, GS-9, GS-7 and Steno GS-5 which would appear to provide a well balanced

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staff. Either the GS-9 or GS-7 position should be transferred to the C/Admin as noted above.

- j. Given the above T/O adjustment and being relieved of the activities recommended for transfer to the C/Admin., the [REDACTED] should be able to assume its full responsibility without the need for over-time or assistance from outside personnel. The need for the services of the Sgt. presently assigned to the [REDACTED] project should be reviewed. It is stated that this man is available to the [REDACTED] 3/4ths of his time. If only 1/4th of his time is required on his assignment, it would appear that whatever duties he has in connection with the project could be performed elsewhere. FURTHER, estimations provided this analyst indicate that one half of the time of one man is spent attending meetings and conferences and that three fourths of the time of one man will be spent continuously during the last six months of this year on TOY travel overseas. The necessity for these 'off the job' demands should be critically reviewed for their justification. Given the key personnel of the Section on duty in their office it would be possible to reduce the T/O by one position - possibly the Clerk-Typist, leaving the typing duties, as at present, with the Administrative Assistant.

- k. The [REDACTED] maintains contact with the Office of Logistics through a Coordinator appointed by that Office. This arrangement appears to be fully satisfactory. There is considerable direct contact by the Coordinator with the lower echelons of the division and by the Section with individuals in the Office of Logistics. However, this seems to be mutually satisfactory to the

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section and the coordinator and each keeps the other advised of such contacts. The Coordinator serves a very useful purpose and, in a discussion with this examiner, he indicated that he was receiving excellent cooperation and had no immediate problems so far as the section was concerned.

1. Information gathered in the conduct of this survey indicates that the [REDACTED] has been initiating, on a crash basis, practically all the detailed logistical calculations in connection with recent materiel forecasts and some budget justifications because of the fact that adequate logistics annexes were not prepared by the Country Desks, Case Officers, and field stations to provide justification for their programs and projects at the time they were initially submitted for approval.

5. CONCLUSIONS.

- a. It is not possible to determine exactly the impact of forthcoming logistical procedures; however, a review of proposed directives seems to indicate that the workload of the [REDACTED] in logistical matters, will not be greater than under present procedures.
- b. In order to place the correct emphasis on the division's logistical responsibilities, and to give stature to the unit which must perform in this specialized field at division staff level, all general service, housekeeping and miscellaneous activities should be removed from the [REDACTED]
- c. The present activities of the Supply Section should be assigned, transferred or discontinued as outlined in paragraph 4-e.

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- d. The present functional statement for the [REDACTED] should be 25X1A
withdrawn and the logistical responsibilities of the Section should
be clearly defined in a new statement. 25X1A

e. [REDACTED]

- f. Action should be taken to prepare correct job descriptions for all
of the [REDACTED] positions.
- g. The clerical workload of the [REDACTED] under present condi- 25X1A
tions can be reduced by the transfer and discontinuance of activities
discussed above and the disposition of all registers, card systems,
files and work papers incident thereto. The registers, logs, and
files necessary in a Section having purely staff logistical respon-
sibility need not be extensive.

6. RECOMMENDATIONS.

- a. That activities which are duplications or may be dispensed with,
as discussed in paragraph 4-e, be discontinued and incidental
machines, equipment, filed material, etc., be disposed of.
- b. That the administrative-general service-housekeeping type activities,
now being performed in the Supply Section and described in paragraph
4-e, be transferred to the office of the Chief/Admin., together
with any incidental files and equipment.
- c. That the functional statements under which the [REDACTED] is 25X1A
operating be withdrawn and that a new statement of functions be
issued which will delineate the Section's responsibilities as the

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- d. That one position be transferred from the [REDACTED] T/O to 25X1A
the Chief/Admin./NEA to assume the activities transferred to that
office, as recommended in paragraph 6-b above.
- e. That C/Admin./NEA review the demands for attendance at meetings and
conferences (estimated at half of the time of one man), and for 25X1A
overseas TDY (estimated to equal three fourths of one man's time
for the last six months of this year) on the part of [REDACTED]
personnel. Further, upon completion of the presently planned TDY
(authorized in connection with the installation of revised field
supply procedures), that consideration be given to a reduction of
one position in the T/O - possibly that of Clerk-Steno, and allowing
the steno-typing duties, as at present, to be absorbed by the Admin.
Asst.
- f. That the keeping of vehicle records in the [REDACTED] be dis- 25X1A
continued and that Logistics Office be called upon to provide
adequate data on periodic reports to provide the [REDACTED] 25X1A
with working information on which to decide day to day questions
relative to vehicles.

7. COORDINATION.

25X1A9a

[REDACTED]
Management Examiner

TECHNICAL ADVISOR:

Office of Logistics Representative:

25X1A9a

[REDACTED]
Inspection and Review Officer

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APPROVED:

25X1A9a

[REDACTED]
Asst. Management Officer, DD/A
(For the Clandestine Services)

W. L. Peel
Management Officer, DD/A

Attachments:

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